



Current State Assessment

Current State Assessment

Core/Support Process Definitions

Core Processes: Activities that provide value to DFCS customers

Case Management

Support Processes: Activities that contribute to or enable core processes to function more efficiently or effectively.

Program/Policy Management

Resource/Provider Management

Eligibility Processes

Financial Management

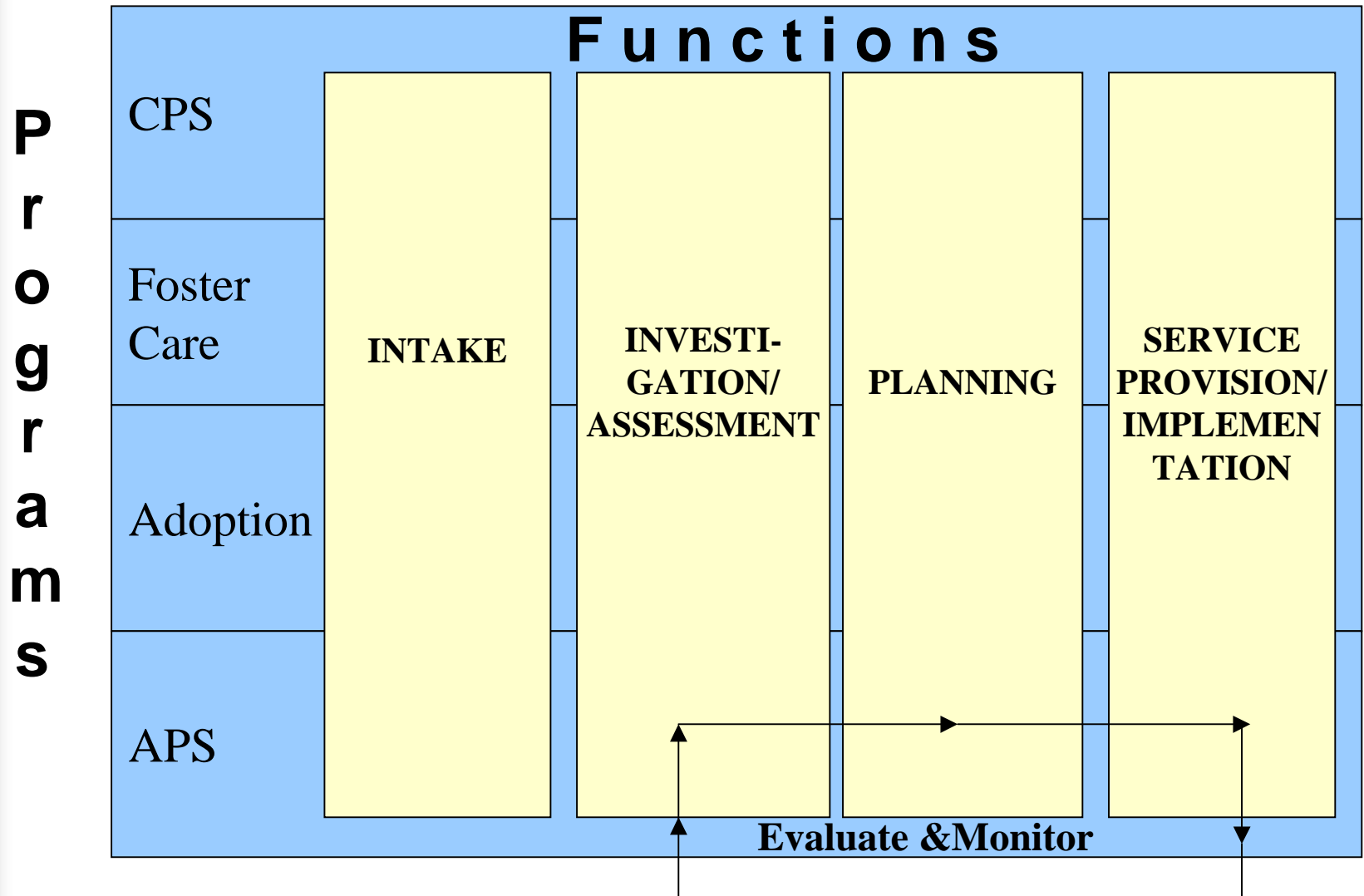
Court Processes



Current State Assessment Case Management Definition

- **Case Management is** : The activities and services provided from initial contact through case closure for the purpose of improving safety, permanency and well-being of DFCS customers.

Core Business Process Functions & Programs





Support Processes

- Defined
- Key Findings & Recommendations



Current State Support Processes

- Program/Policy Management
 - Develop, implement and manage Social Services programs, policies and performance
- Resource/Provider Management
 - Develop, effectively utilize and maintain resources to support case management
- Eligibility Process
 - Determine if a customer may receive certain benefits or assistance based on program criteria, includes identifying the fund source
- Financial Management
 - Secure and manage funds for authorized services
- Court Processes
 - Interaction with court systems to promote safety, permanency and well-being of customers

Program/Policy Management

Key Findings	Recommendations
<ul style="list-style-type: none">■ Policy implementation and communication not consistent across counties	<ul style="list-style-type: none">■ Develop interface between individual policy writers■ Standardize method of distributing policy to field■ Establish roles of SSQTF■ Develop regular policy training for new and veteran workers and supervisors
<ul style="list-style-type: none">■ Incorrect UAS coding on invoices resulting in inaccurate state and federal reports and loss of revenue	<ul style="list-style-type: none">■ Train all case managers and supervisors in UAS coding and importance of accurate coding■ Consider transfer of responsibility for assigning codes to the regional accounting offices

Resource/Provider Management

Key Findings	Recommendations
<ul style="list-style-type: none">■ Too much time spent by staff seeking placements for children	<ul style="list-style-type: none">■ Develop statewide on-line directory of placement resources■ Develop regional placement specialists■ Develop on-line applications accessible by all institutional placement providers to decrease duplication and process time
<ul style="list-style-type: none">■ Statewide alerts not effective in locating families and children	<ul style="list-style-type: none">■ Enhance IDS Online Master Index to include alerts as they are generated■ County generating alerts retain responsibility to check various information systems regularly■ Create interfaces between departmental information systems

Court Processes

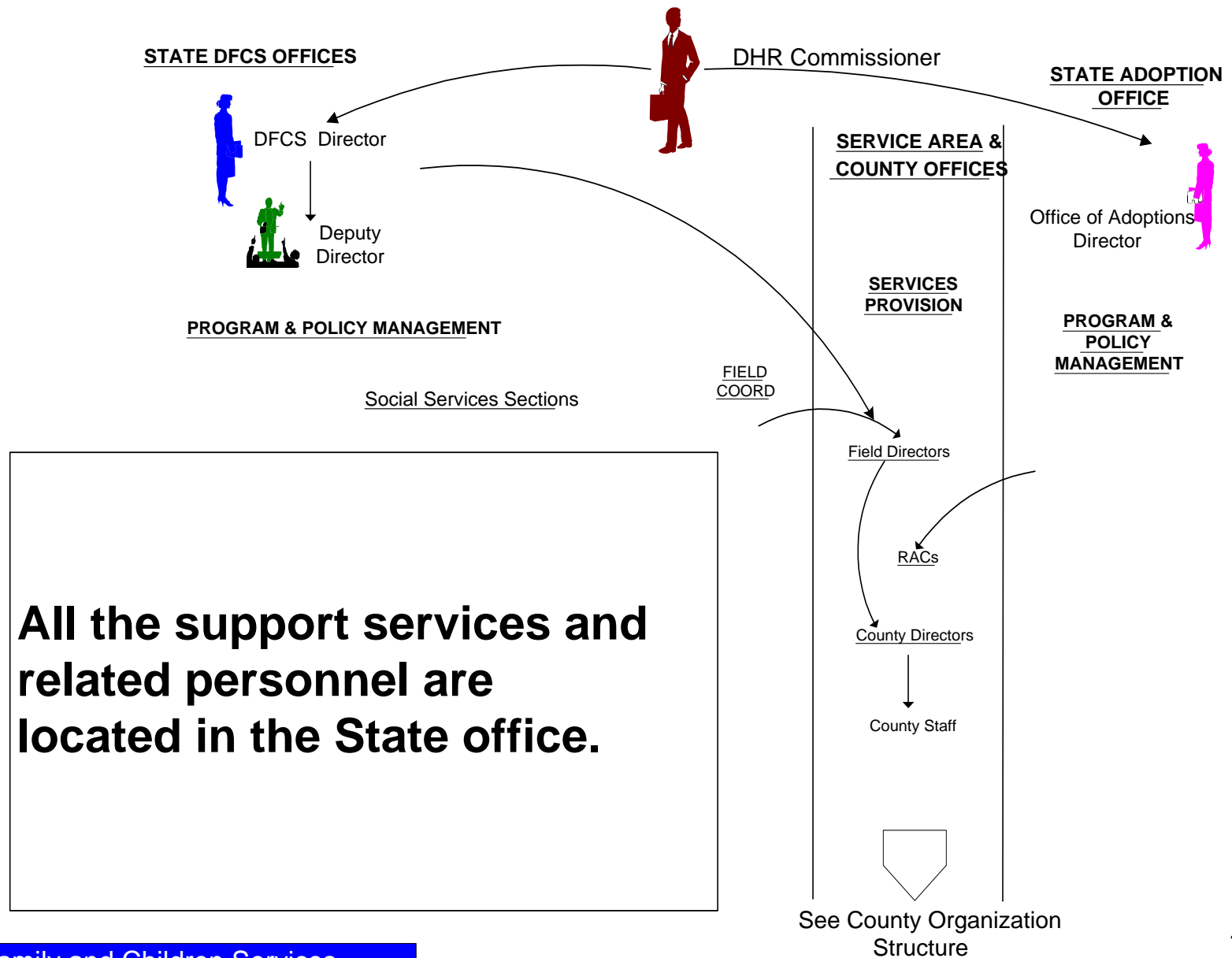
Key Findings	Recommendations
<ul style="list-style-type: none">■ SAAGs provide inconsistent levels of service■ Inconsistent judicial process across state impacts case planning	<ul style="list-style-type: none">■ Develop guidelines with SAAGs to promote uniformity of legal services■ Establish consistent standards for judicial process related to case planning (in process)
<ul style="list-style-type: none">■ Case manager's unfamiliarity with court procedures contributes to inconsistent rulings■ Duplicate and inadequate information■ Court orders lapsing and being incorrectly written	<ul style="list-style-type: none">■ Provide training in court procedures for new workers and refresher training for veteran workers■ Standardize tracking of orders and standardize court order wording /format (in process)



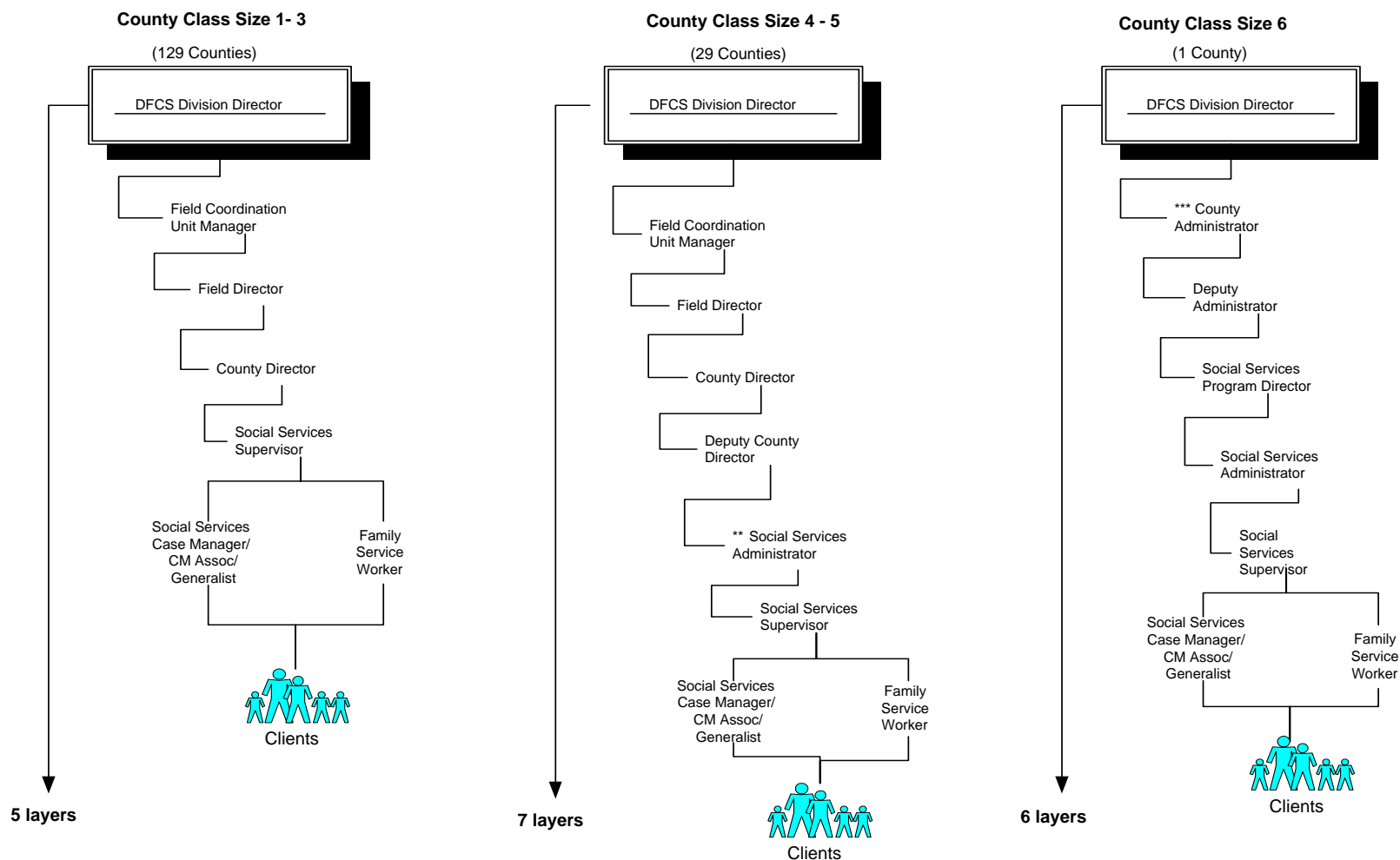
Current State Assessment Organization

- Structure
- Management Layers
- Span of Control
- Management/Staff Ratios

Current State Organization Structure - State Office



Current State Assessment Organization Structure – County Offices



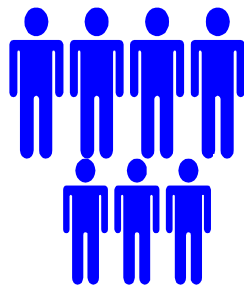
Best Performance is 4 to 6 layers of management between top management and customers

Current State Assessment Management/Staff Ratios

	Total Staff	Ratio of Staff to Management	% of DFCS Management to Total Management Staff	% of Management Staff to Total DFCS Staff
County	DFCS Casework 2268 DFCS Management 556	<u>1 to 4 Ratio</u> DFCS MGMT 556 to CW 2268	73 %	20 %
Area	DFCS Management 31 Adoption Staff 13	<u>1 to 4 Ratio</u> DFCS MGMT 587 to CW 2268	4 % (Cumulative 77 %)	21 %
State Office DFCS	DFCS Management 173	<u>1 to 3 Ratio</u> DFCS MGMT 760 to CW 2268	23 %	25 %
State Office Adoptions	Adoptions Management 14	<u>1 to 3 Ratio</u> ALL MGMT 787 to CW 2268		

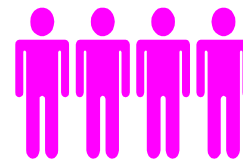
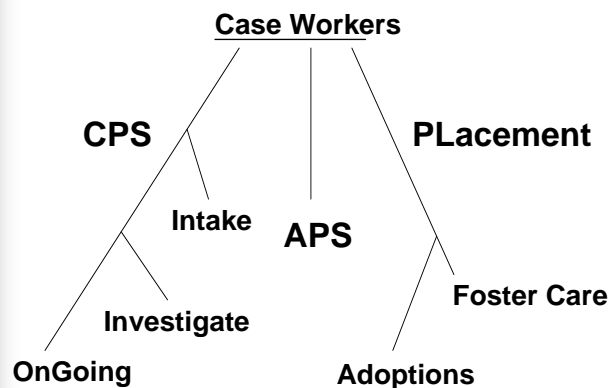
Current State Assessment

How Casework Is Organized



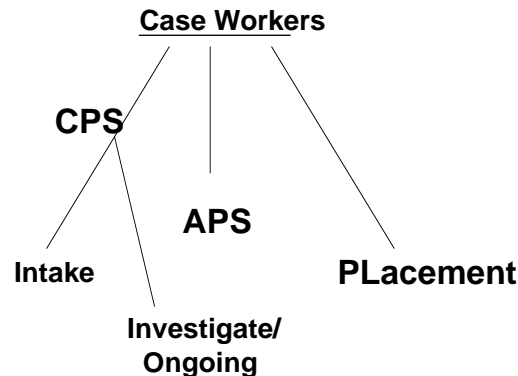
Large Counties

**Staff Specialized By
Program AND Functions**



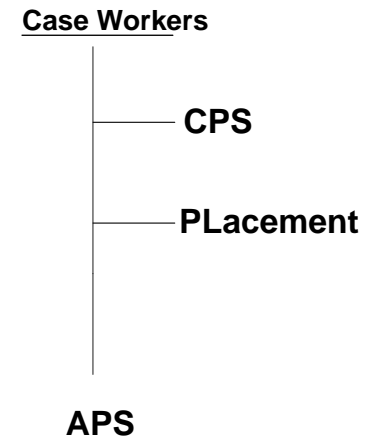
Medium Counties

**Staff Specialized By Program -
CPS Staff Specialized By
Functions**



Small Counties

Staff Generalist





Current State Assessment Organization Structure

Recommendations:

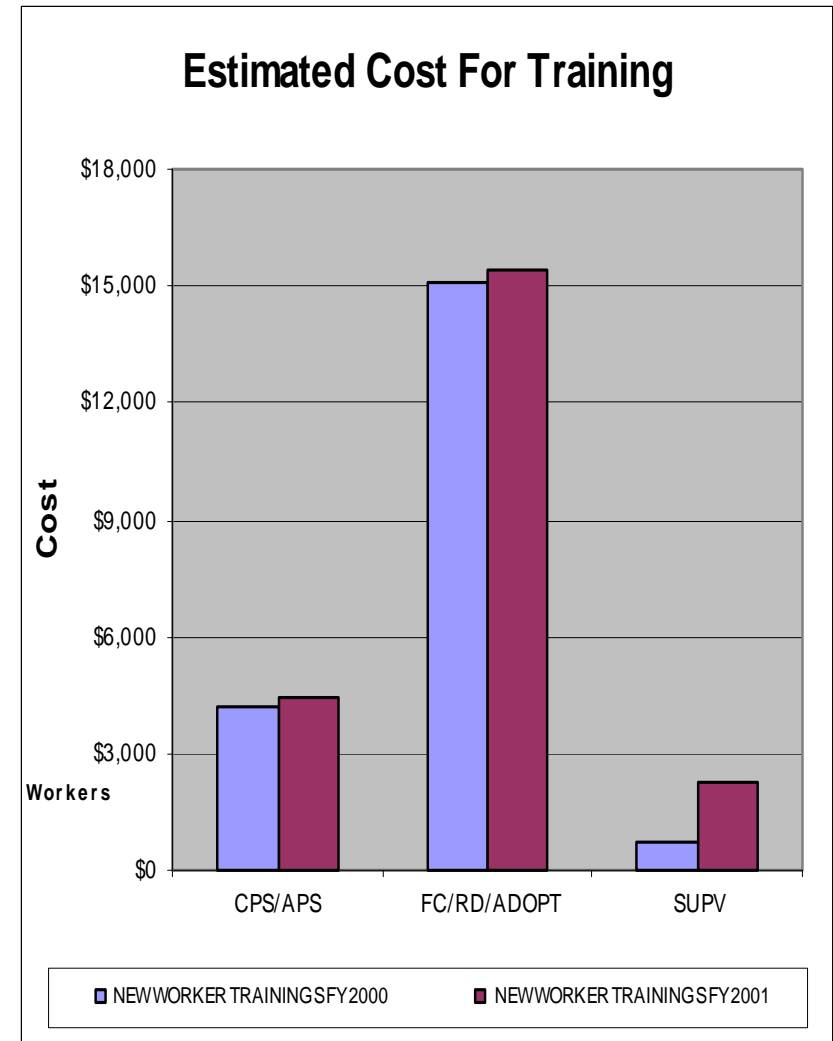
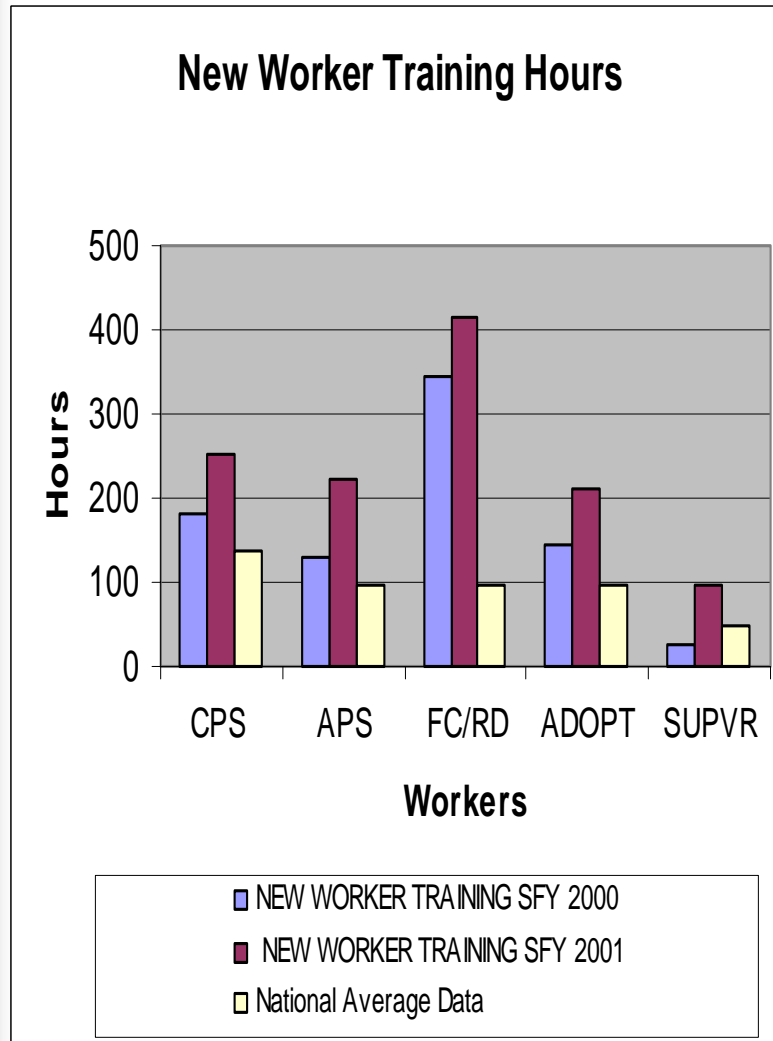
- Statewide (All Programs)
 - Further review and evaluation of management and support positions needs to be completed to standardize responsibilities across positions and programs
 - Establishment of criteria and standards for span of control & support based on evaluation and benchmarking



Current State Assessment Organization

- Training
- Turnover
- Resource Consumption
- Productivity

Current State Assessment Training



New worker training hours are (more than double) the national averages.



Current State Assessment Training

Findings:

- American Public Human Services Association (APHSA) National Child Welfare Workforce Survey indicates half of the effective recommended strategies for reducing turnover are related to increasing training & education
- Training costs (IV-E) are reimbursed by Federal government at a 75% match
- There was no information available on hours or cost of training for experienced or veteran staff and /or management staff
- There is no statewide tracking system for training

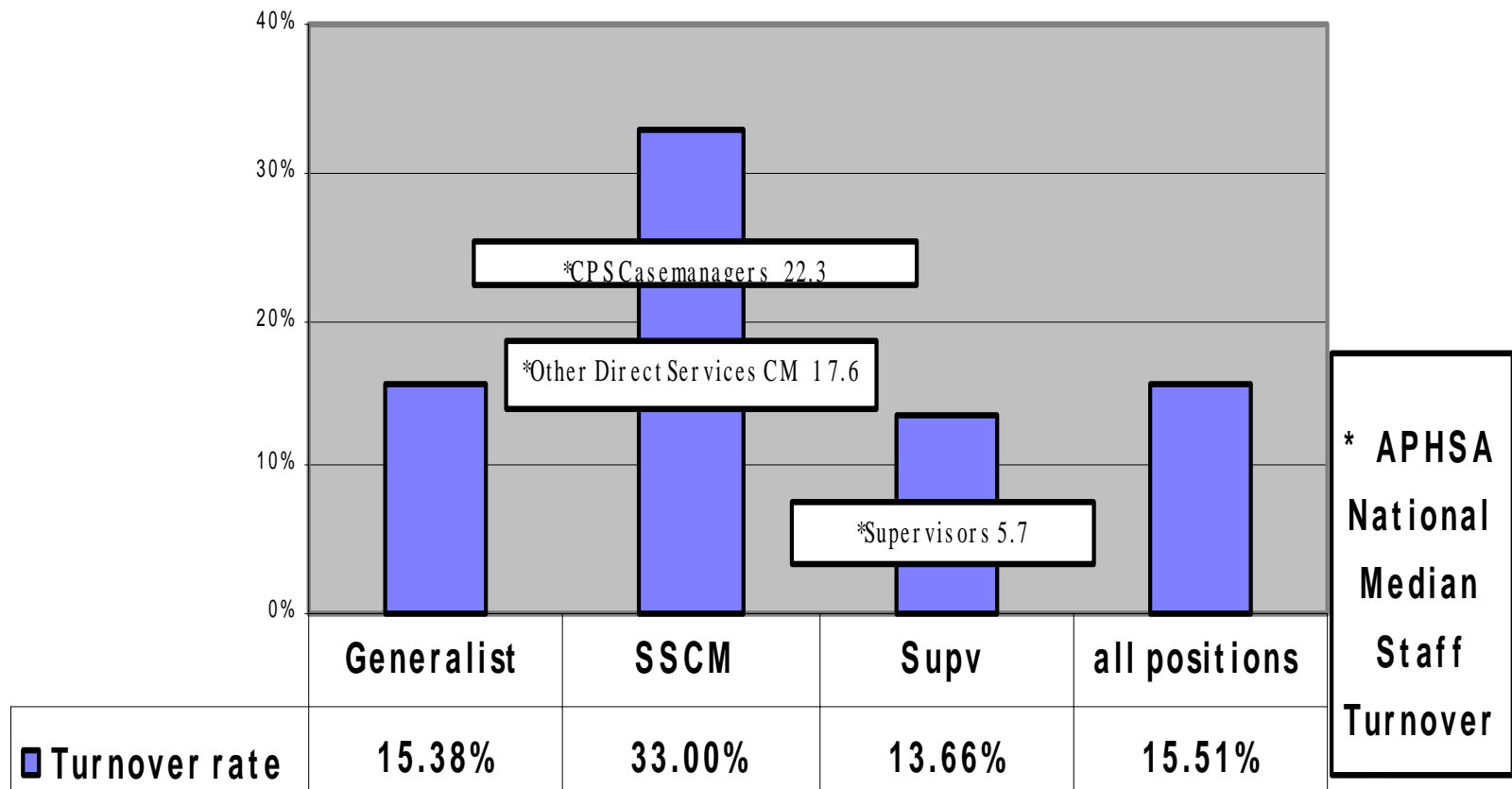


Current State Assessment Training

Recommendations:

- Provide mandatory ongoing training for experienced staff/management
- Develop a comprehensive training plan to address staff program and management development needs. Plan should be customized for the individual and competency-based.
- Increase supervisor training hours and enrich content
- Expand management training. Develop/acquire statewide tracking system for training.
- Develop mentor program for newly hired staff, supervisors and managers.

Current State Assessment Turnover Rates



Source OHRM Report



Current State Assessment Turnover Rates

Findings:

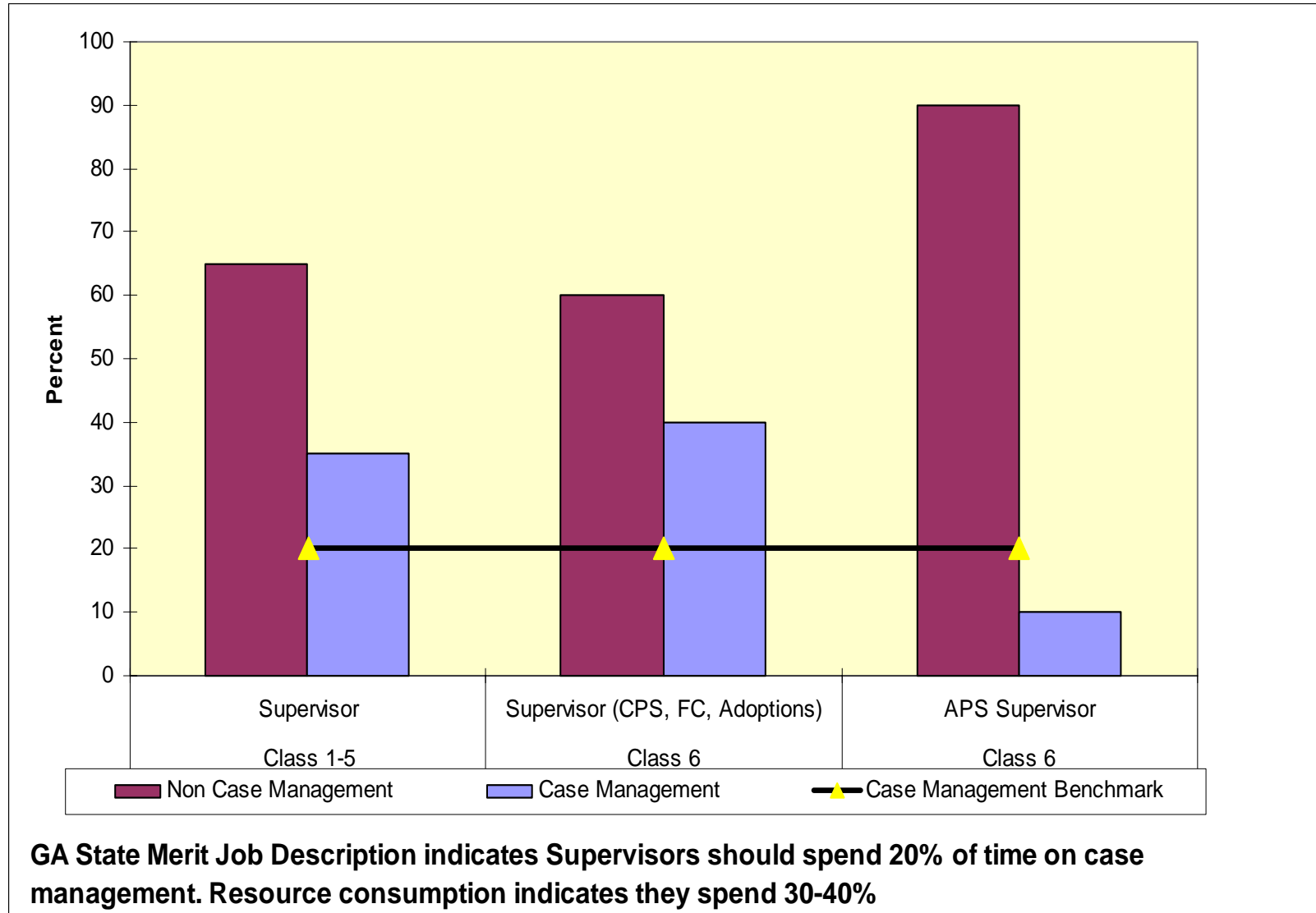
- Inconsistent use of “common” reason codes leads to inability to determine unplanned turnover and specific reasons for turnover
- Unable to determine turnover rate by program area and by county
- No policy exists to ensure objective exit interviews and consistent reason codes for staff leaving

Recommendations:

- Establish mandatory process for exit interviews by objective party
- Include specific reasons for leaving
- Include automated reporting capability
- Develop staff retention plans to address reasons for turnover

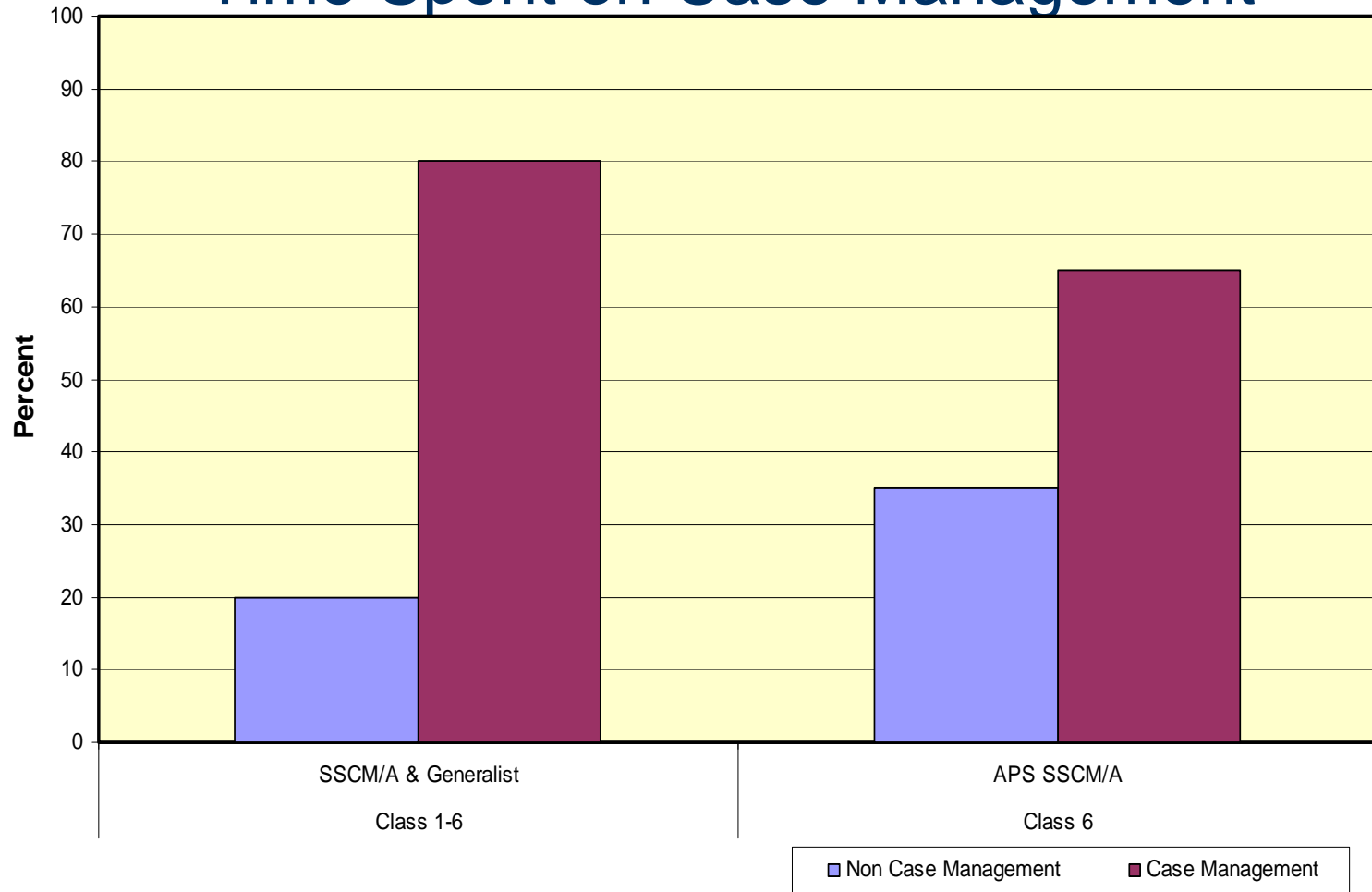
Current State Assessment

Resource Consumption – Supervisor Time Spent On Case Management



Current State Assessment

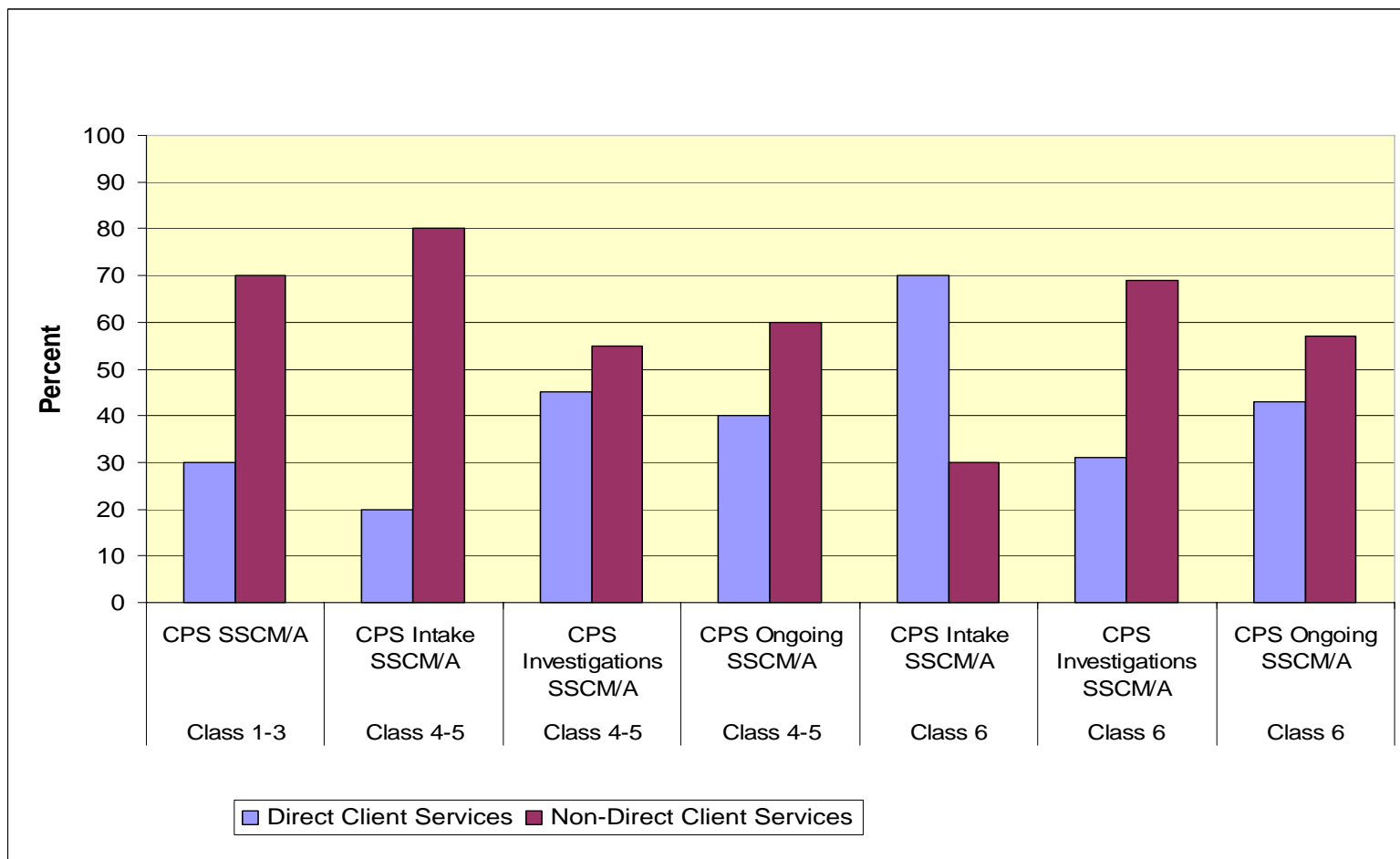
Resource Consumption - Caseworker Time Spent on Case Management



Approximately 80% CW time is case management activities which is consistent with the job description

Current State Assessment

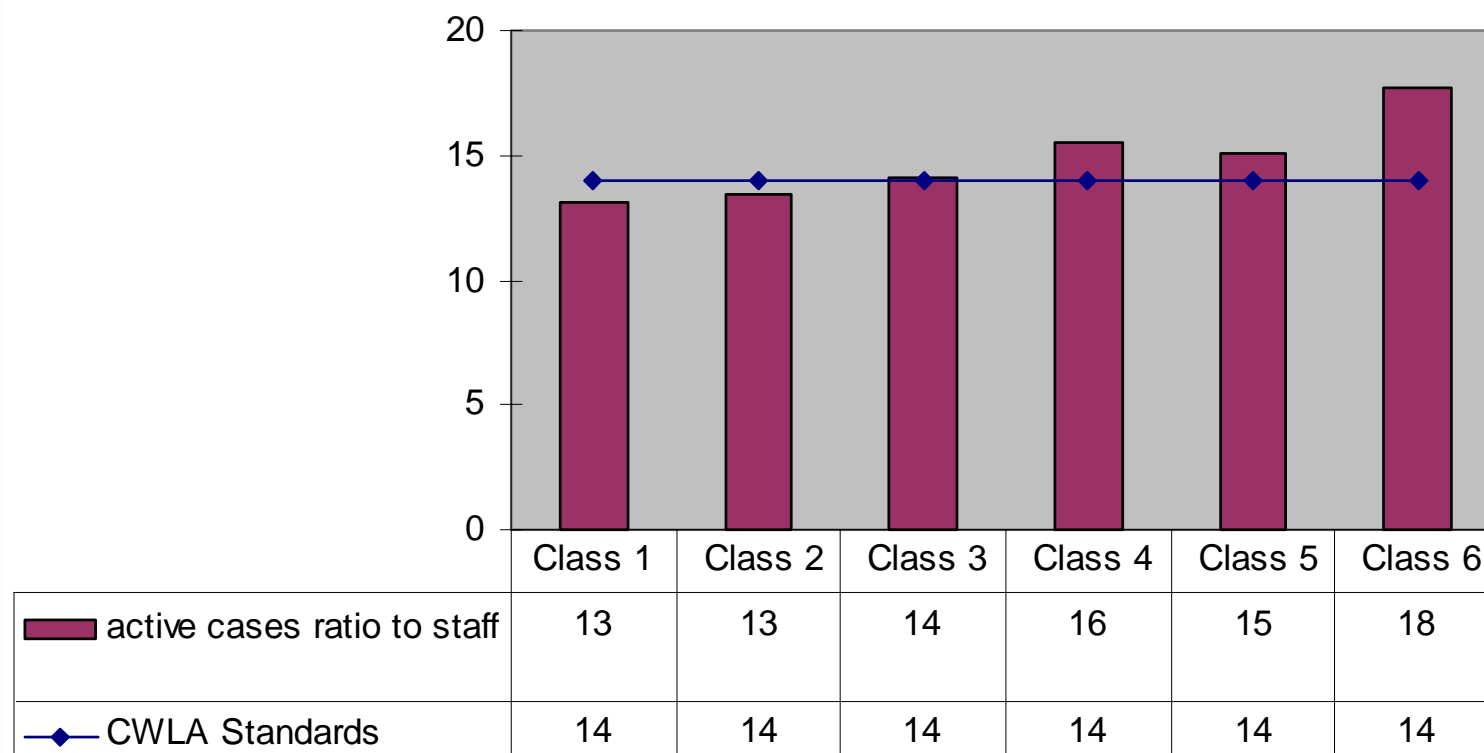
Resource Consumption - Case Worker Time Spent on Direct and Non-Direct Client Services



Of the time spent on case management activities, 60%-80% of CW, time is non-direct client services

Current State Assessment

CPS Allocated Staff to Caseload Ratio



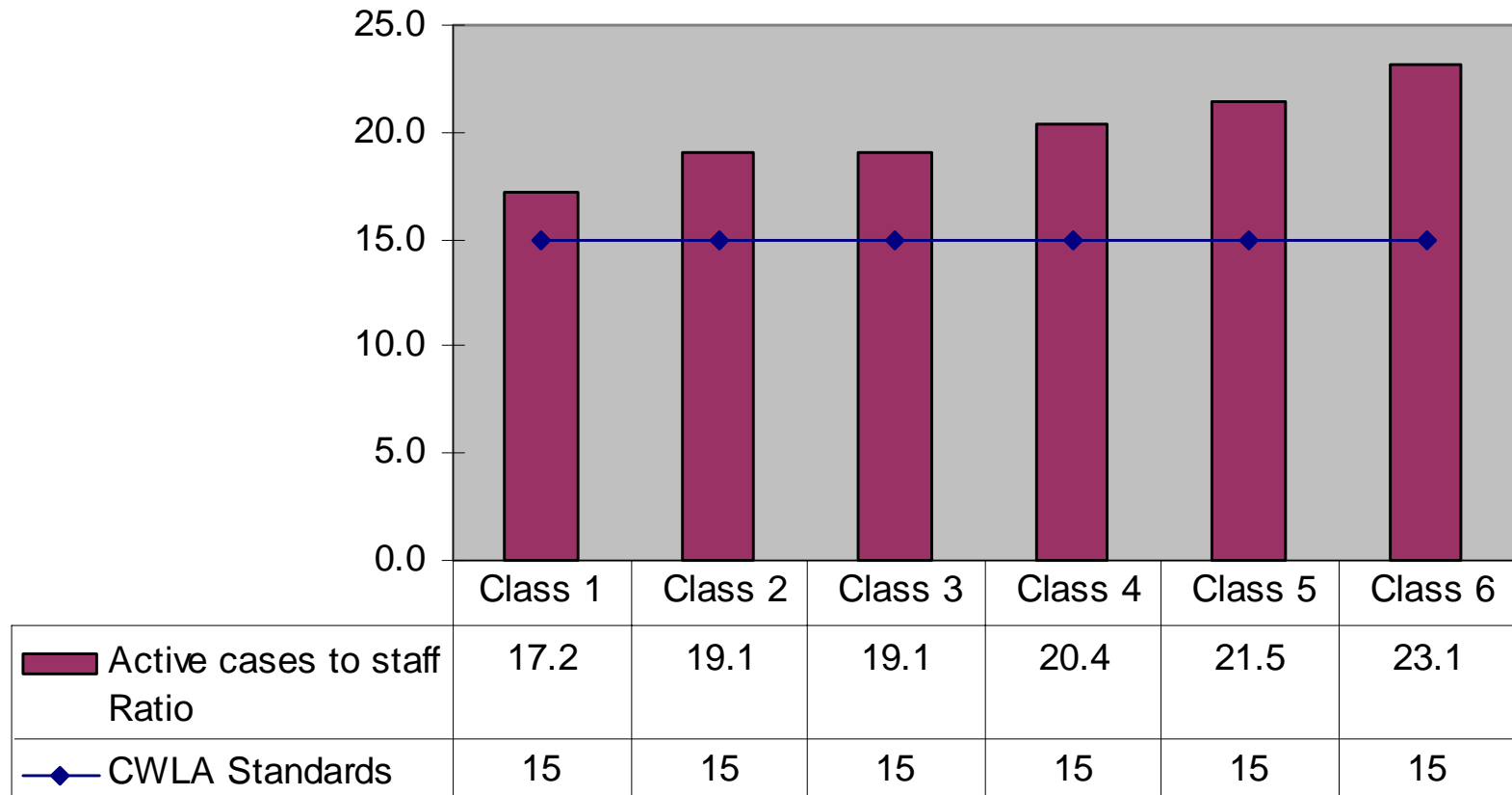
CASE = FAMILY

CPS Staff/Case Ratios are on average 2 to 4 cases above standards in Class 4 to 6 counties.

Source: SFY 2001 DFCS Allocation report, DHR/DFCS Descriptive Data
SFY 2000, PSDS System 2000 County Data Report

Current State Assessment

PLC Allocated Staff to Caseload Ratio

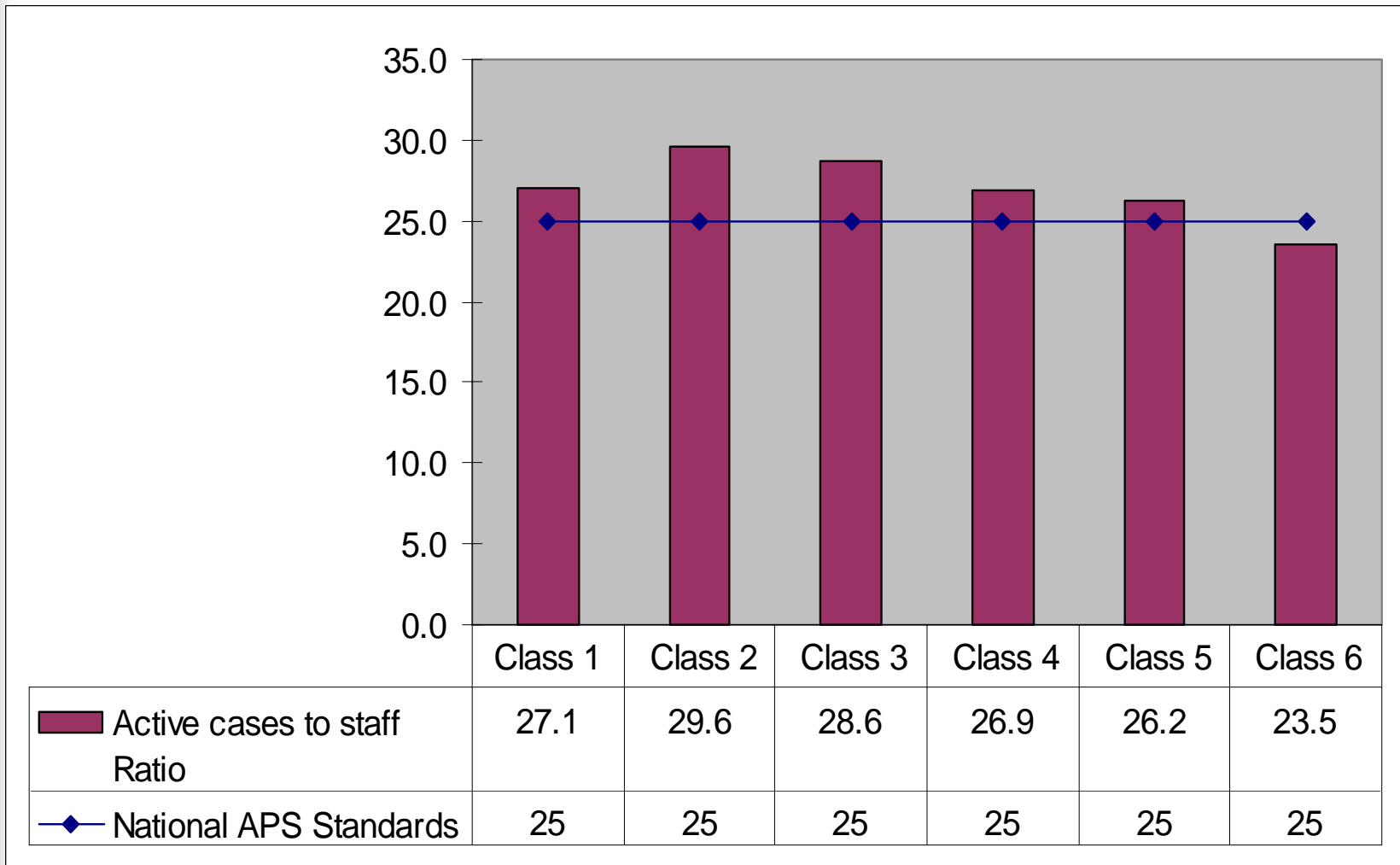


CASE = CHILD

PLC staff/cases ratios are higher than the CWLA standards

Current State Assessment

APS Allocated Staff to Caseload Ratio



APS staff/case Ratios are on average 2 to 5 cases above APS standards



Current State Assessment Productivity

Recommendations

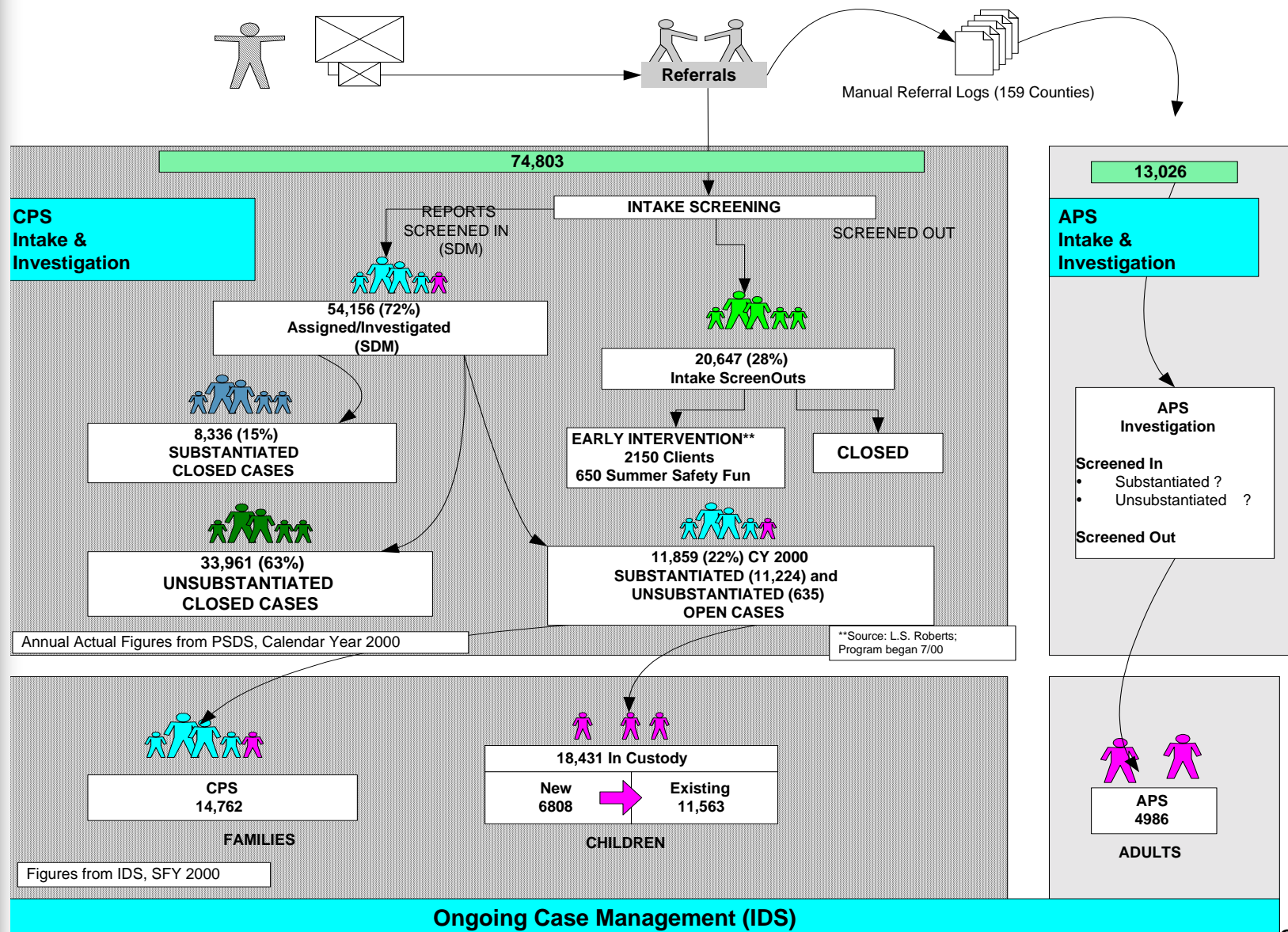
- Verify actual/filled staff for case load calculations to provide a more accurate assessment of productivity by program and county
- Conduct a best practice benchmarking study to develop caseload standards
- Revise the case assignment process to address weighting of cases to reflect the level of difficulty and allow balancing of case loads



Current State Assessment Process Outcomes

- How a case becomes a case
- Outcomes Comparison

Current State Assessment- How a Case becomes a Case....



Family and Children Services
Business Process Reengineering

Different Systems different reporting periods
and different volumes make comparisons difficult.

Current State Assessment

Outcomes Meet/Exceed National Benchmarks

Measure	Indicator	Current Performance	Bench mark	Variance	Areas for Focus
<u>Safety:</u> Rate of Recurrence of Maltreatment	Rate of recurrence of substantiated child maltreatment	4.2%	6.1%	+1.9	Support by Federal Review Safety Findings
<u>Permanency:</u> Adoption Disruption	Percentage of adoption disruptions	9.2%	10 - 20%	+0.8%	Resource development, Foster Care, Adoptions

(a) Source: IDS, AFCARS (1999)

Current State Assessment

Outcomes Below National Benchmarks

Measure	Indicator	Current Performance	Bench mark	Variance	Areas of Focus
<u>Safety:</u> Child fatalities	Rate of child fatalities as a result of abuse or neglect for known families to child welfare	2.04	1.62	(.42)	Intake, Investigation, Assessment, Planning, Service Provision, Evaluation
<u>Safety/foster care:</u> Child maltreatment in foster homes	Percentage of child maltreatment in DFCS foster homes	1.1%	0.57%	(0.53%)	Resource Development, Foster Care
<u>Permanency:</u> Adoptions: Reunification with relative through adoption	Percentage of children who exit care through reunification with relative through adoption	20%	36%	(16%)	Resource development, Adoptions
<u>Permanency:</u> Re-entries to out-of-home care	Number of children who re-enter out of home care	7%	6%	(1%)	Federal Review identified this as an area of improvement



Current State Assessment Process Evaluation

- Overall Case management
- CPS
- Foster care

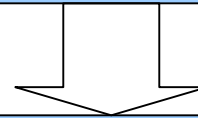


Current State Assessment

Process Evaluation - Overall Case Management

Current State Assessment Findings:

- 28% of referrals are screened out by intake
 - 72% of referrals are investigated
- 22% of Investigations become cases
 - 50% of screened in referrals do not become cases
- 75% of case plans had no outcome or timeframe



Recommended Areas for Focus:

- Reengineer Intake
 - Systematize early intervention and evaluate assignment of investigations
- Reengineer assessment
 - Processes, Methods and integrate a family-focused approach
- Reengineer Intervention
 - Strategies and case worker roles to reflect change agent focus
- Reengineer monitoring and evaluations
 - Specify measurable outcomes with timeframes
 - Develop case closure criteria and review caseloads
- Redesign Statewide Practice with focus on consistent implementation



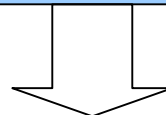
Current State Assessment Process Evaluation- CPS

Current State Assessment Findings:

- Approximately 35% of investigations are substantiated

100% Reviews results:

- 51% of cases had appropriate actions taken
- 10% of cases required immediate attention to ensure child safety



Recommended Areas for Focus:

- Continuity of care for families across programs
- Redesign case worker role in investigations & placement



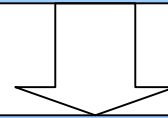
Current State Assessment Process Evaluation – Foster Care

Current State Assessment Findings:

- 83% of DFCS Adoptions are by foster parents

100% Case Review results:

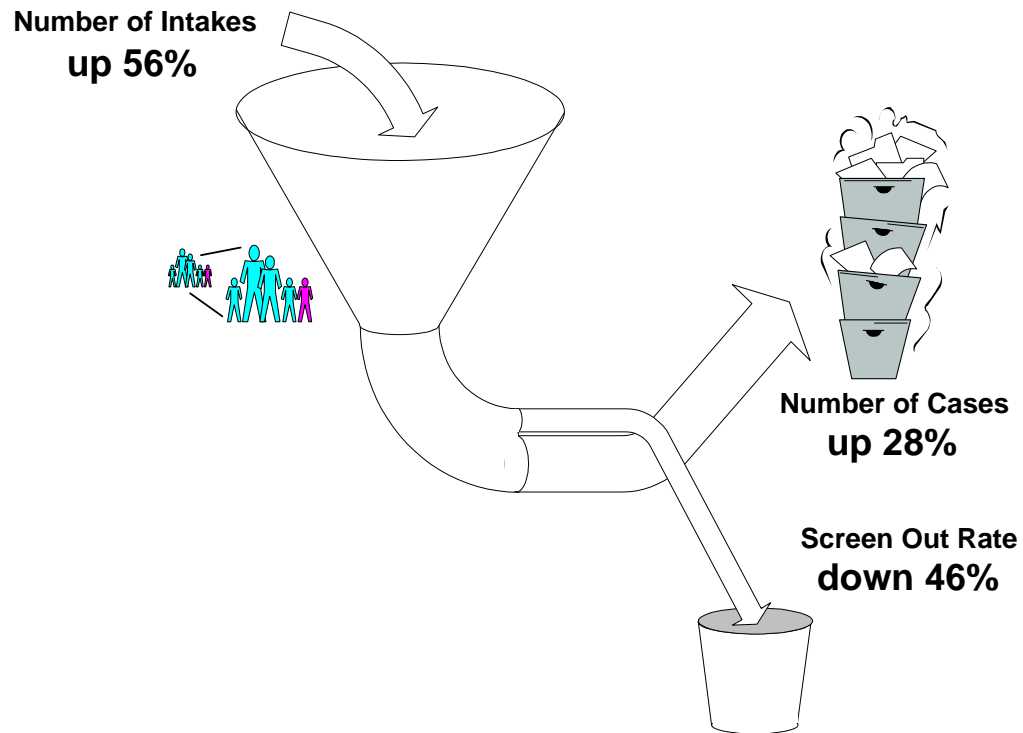
- 10% of foster care cases needed immediate attention for child safety
- Federal review identified permanency as an issue



Recommended Areas for Focus:

- Continuity of care across programs
- Develop criteria for removal of child from home
- Affirm CW role and their relationship to foster and birth parents
- Reduce Length of Stay in foster care
- Facilitate most appropriate placements

Current State Assessment Overall Process Volume





Current State Assessment Support System and Infrastructure

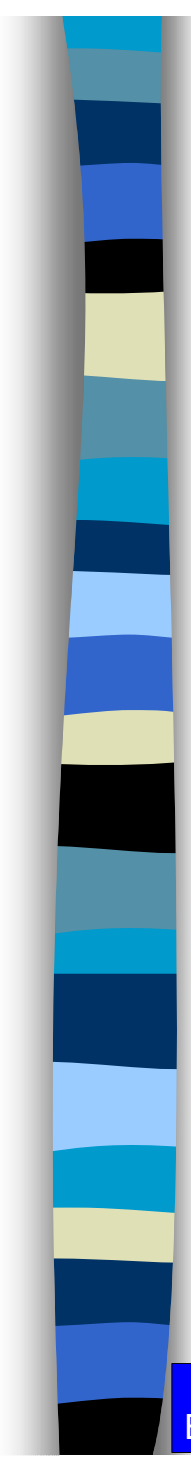
- Technology
- Finance



Current State Assessment - Technology Systems Required to Support Case Management Functions

Number of Systems by Programs and Functions				
	Intake	Investigation	Plan	Services
APS	6	4	4	6
CPS	8	6	6	8
Foster Care	7	7	5	8
Adoptions	6	6	5	7

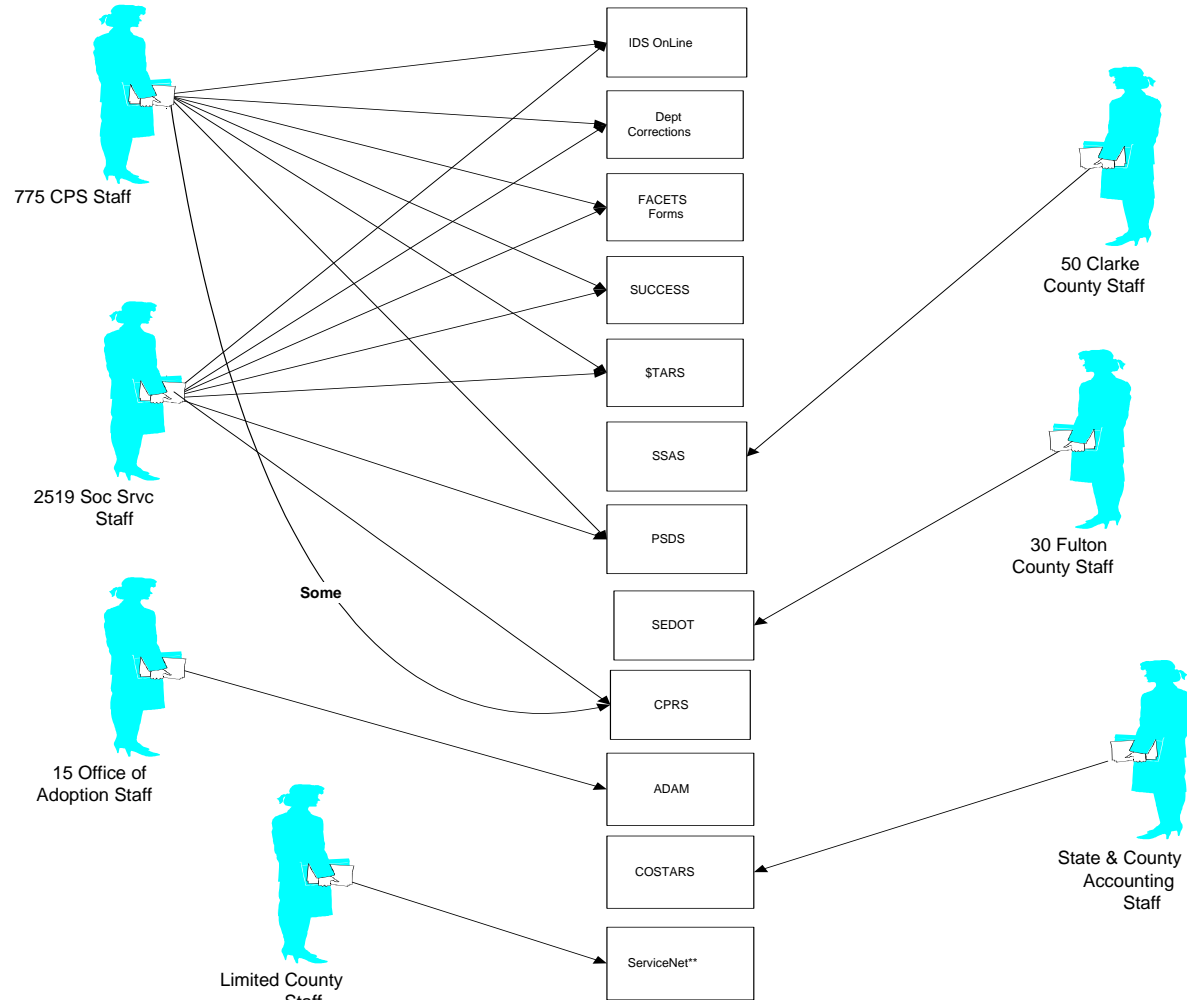
Case workers must use numerous systems to complete their case management functions



Current State Assessment -Technology Number of System Required to Support CPS Screening

- Department of Corrections
- FACETS FORMS
- GBI Sex Offender Registry
- IDS Online
- PSDS
- SEDOT (Fulton County)
- Service Net (Limited Counties)
- SSAS (Clarke County)
- SUCCESS

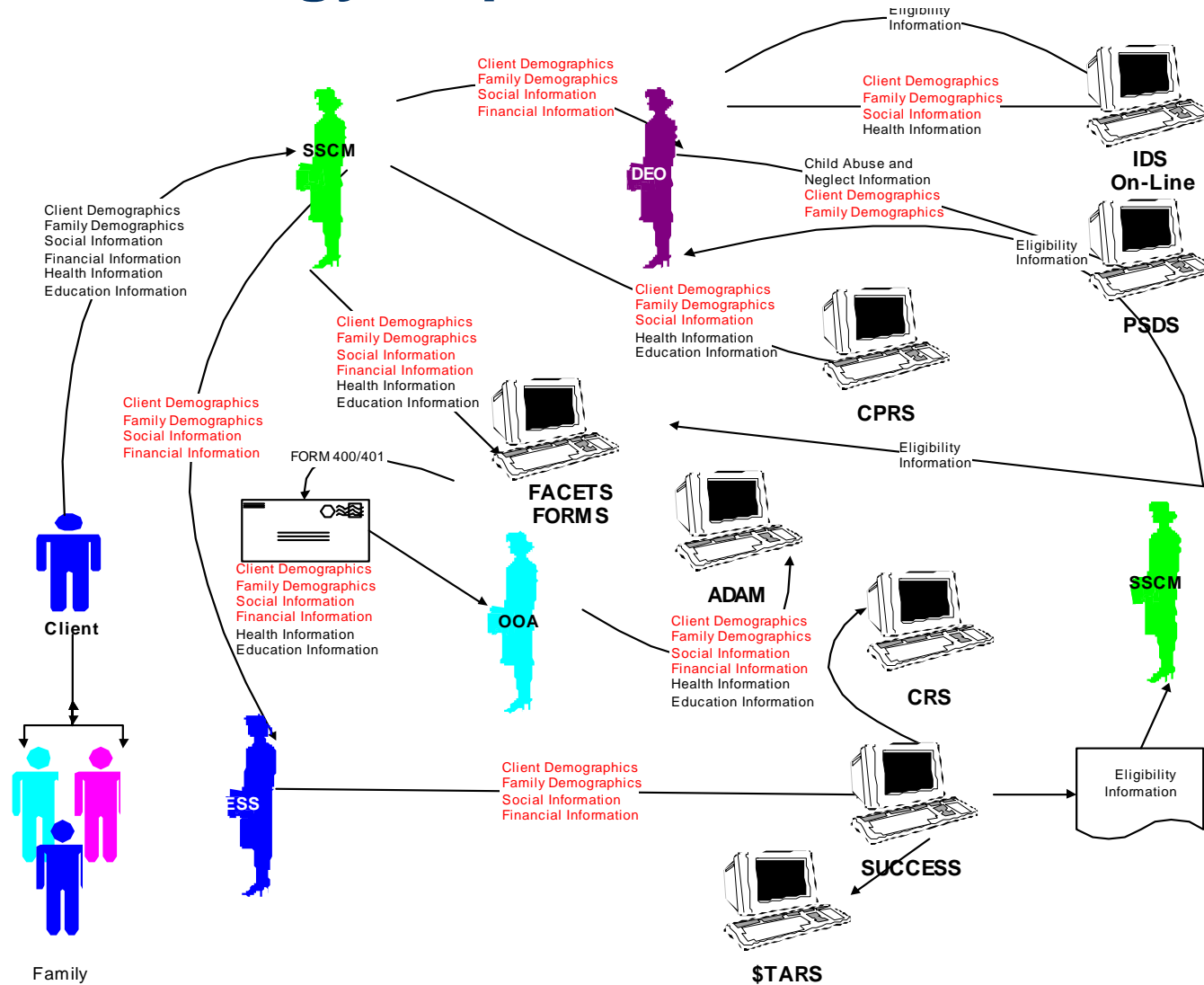
Current State Assessment Technology DFCS Staff System Access



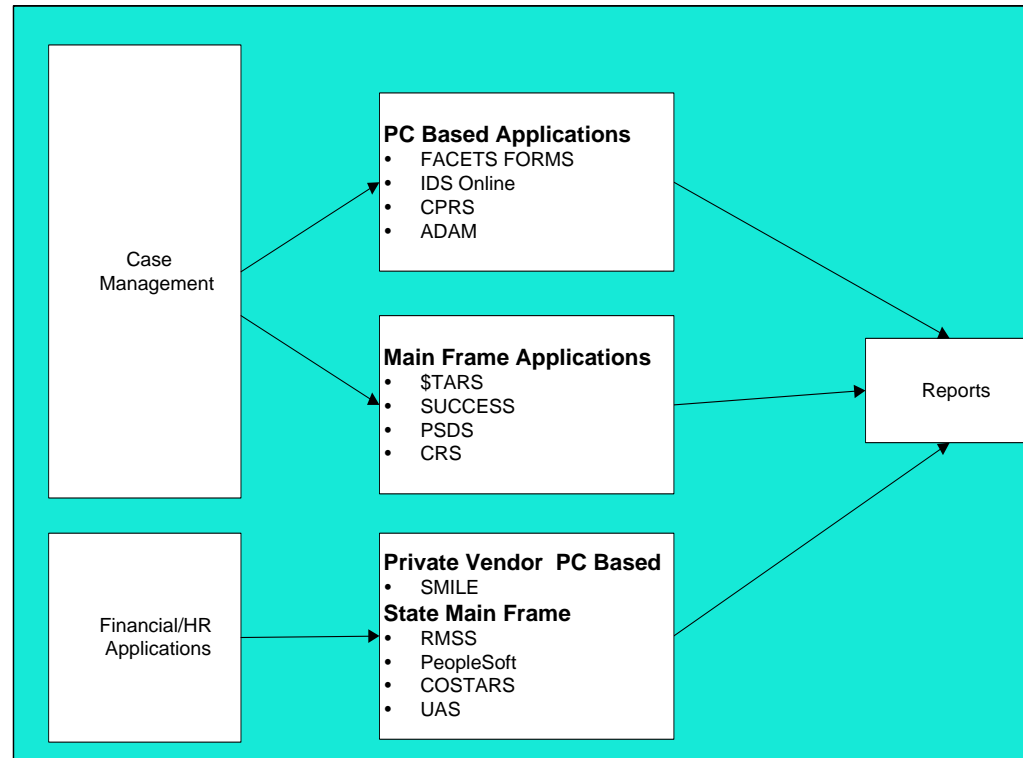
None of the systems interface with each other

Current State Assessment

Technology Duplicate Information Flows



Current State Assessment Technology System Platforms



- Separate applications, separate systems, incompatibles platforms
- Data integrity and reconciliation issues due to numerous data sources and systems



Current State Assessment Technology Maintenance Costs

■ ADAM	\$ 181,169
■ CPRS	\$ 146,667
■ FACETS Forms	\$2,169,320
■ IDS Online	\$1,707,655
■ PSDS	<u>\$ 287,169</u>
Total	\$ 4,491,980



Current State Assessment Technology

Findings

- Information collection is time consuming, duplicative, and manually intensive due to lack of comprehensive, integrated automated system support
- Application development driven by:
 - Funding sources - federal and state
 - Lack of technical environment standards resulting in fragmented, non-heterogeneous systems
 - Lack of business driven, strategic planning
- Redundant, inconsistent information exists in a large number of existing systems - state, county and private vendor - accessed by different staff at differing organizational levels, offices and programs
- Inability to obtain integrated, accurate, comprehensive, and timely information for reporting, evaluation, planning and managing programs and resources

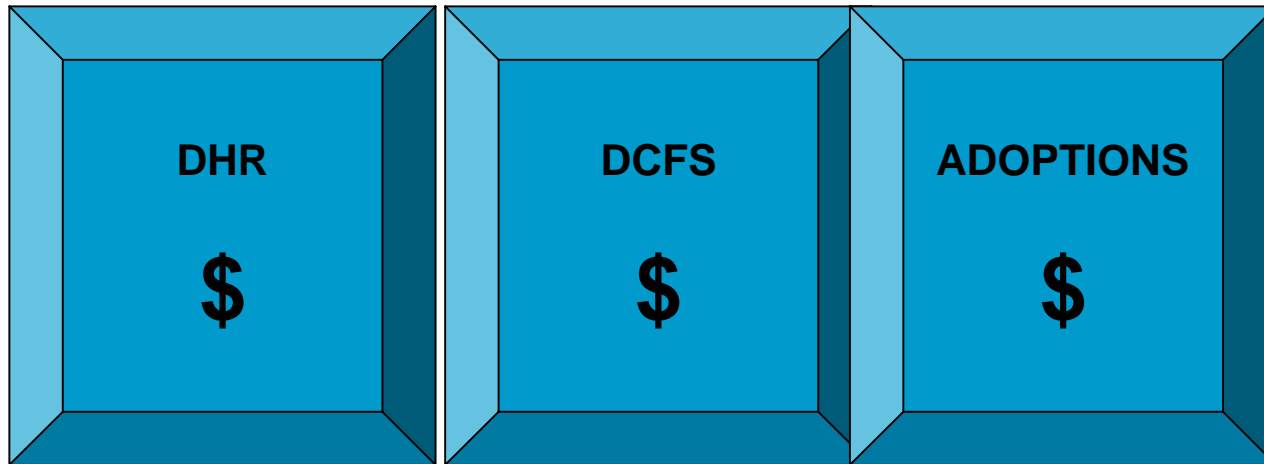


Current State Assessment Technology

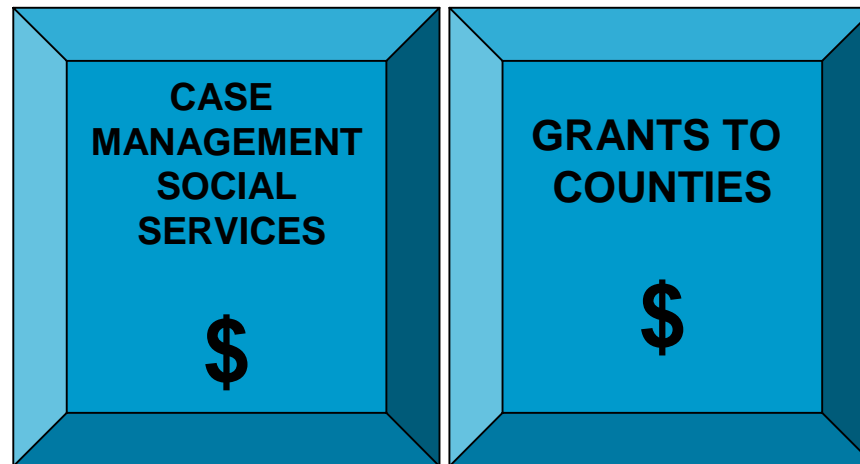
Recommendations

- Define information requirements that will lead to the creation of a comprehensive, integrated information system
- Integrate data entry more seamlessly
- Create value-added activities
- Define technology alternatives

Current State Assessment Finance



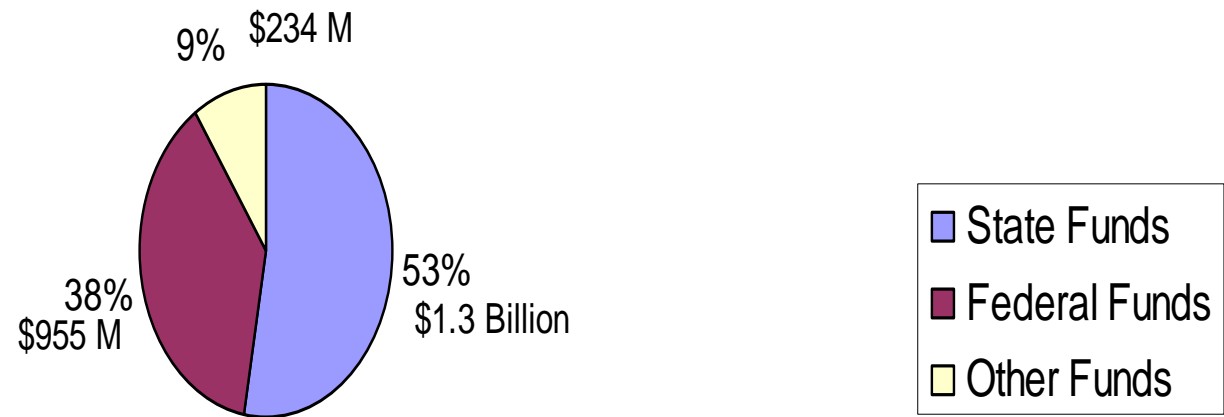
Appropriations



Expenditures

FINANCE

Fund Sources of DHR SFY 2001 Appropriations



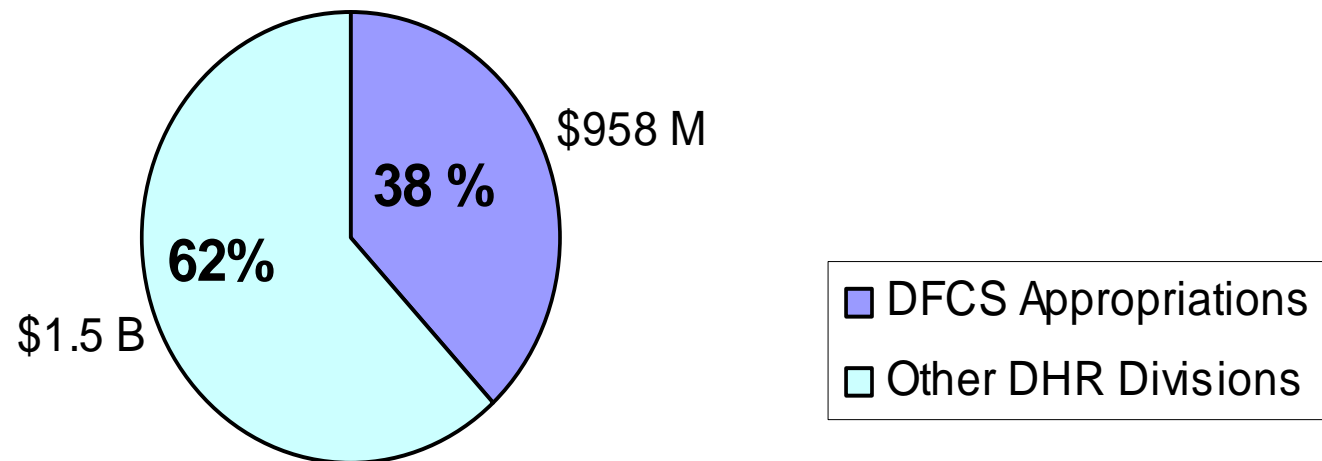
Governor's Recommendations DHR
Financial Summary SFY 2001 Budget

Total \$2.5 Billion

More than 50% of DHR Appropriations are State Funds

FINANCE

DFCS % of DHR Appropriations SFY 2001

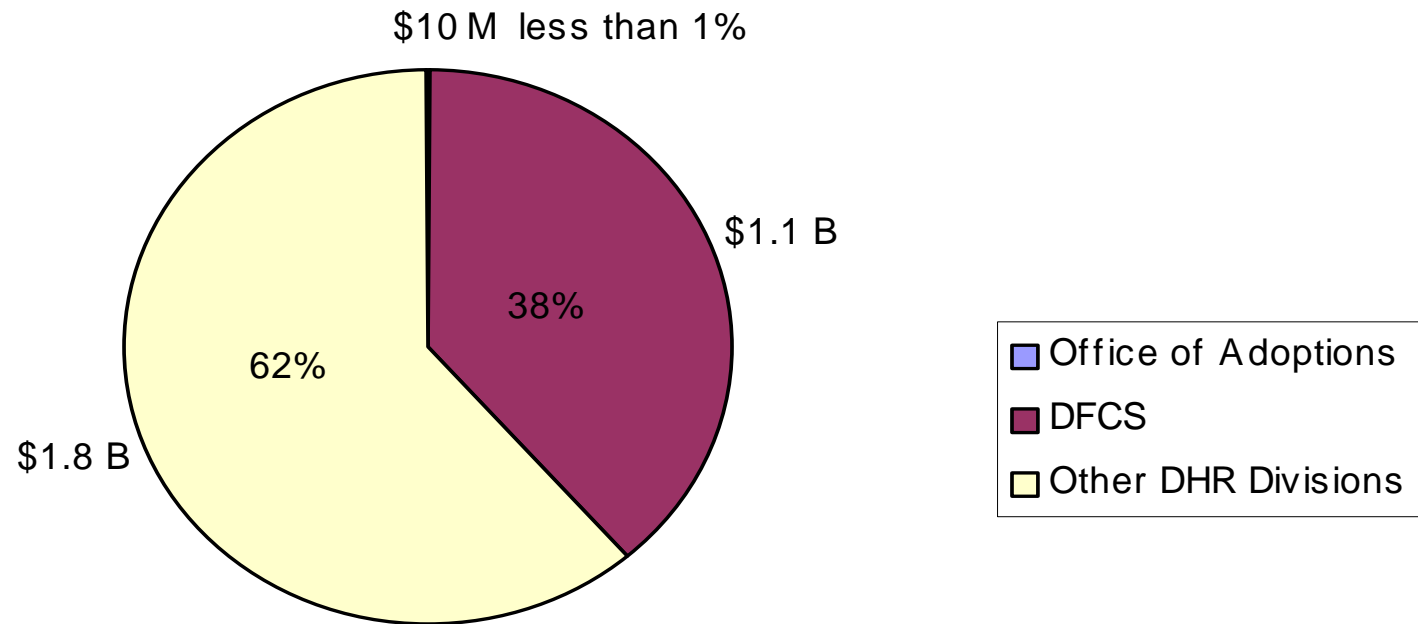


Source: Governor's
Recommendations for DHR
Financial Summary SFY 2001
Budget page 264

DHR Appropriations
Total \$2.5 Billion

FINANCE

DFCS % of DHR Expenditures



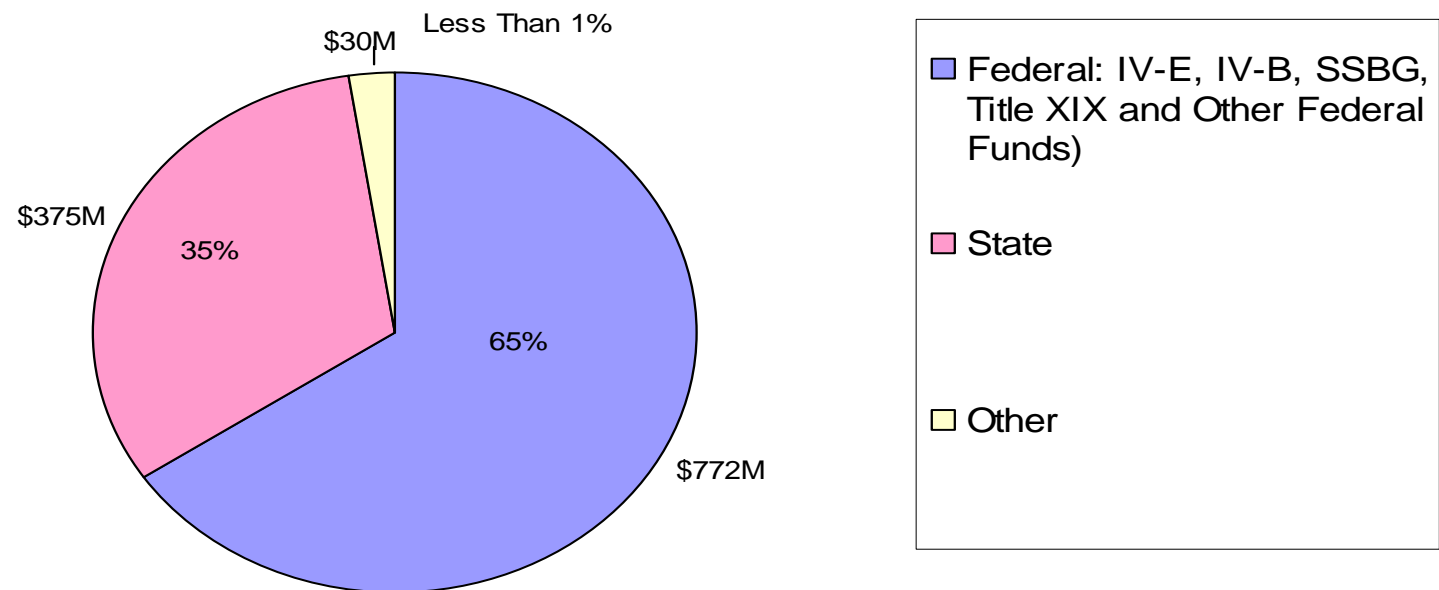
Source: DHR OPBS/OFS General
Ledger Report for SFY 2001

DHR Expenditure
Total \$2.9 Billion

DFCS represents 38% of DHR expenditures and appropriations

FINANCE

Fund Sources for DFCS SFY 2001



Source: DHR OPBS/OFS
General Ledger

Initial Appropriation \$958 M

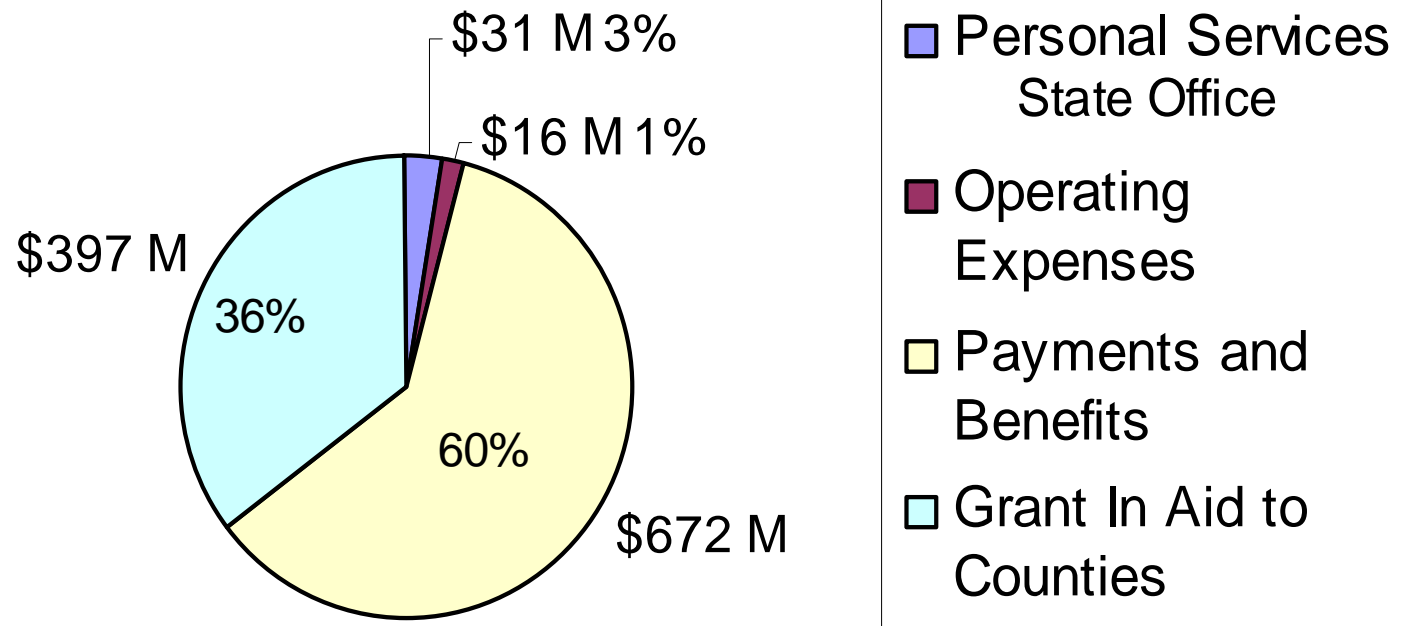
End of Year Adjustment \$1.1 B

More than 65% of DFCS appropriations and expenditures are federal funds

Family and Children Services
Business Process Reengineering

FINANCE

DFCS Expenditures SFY 2001

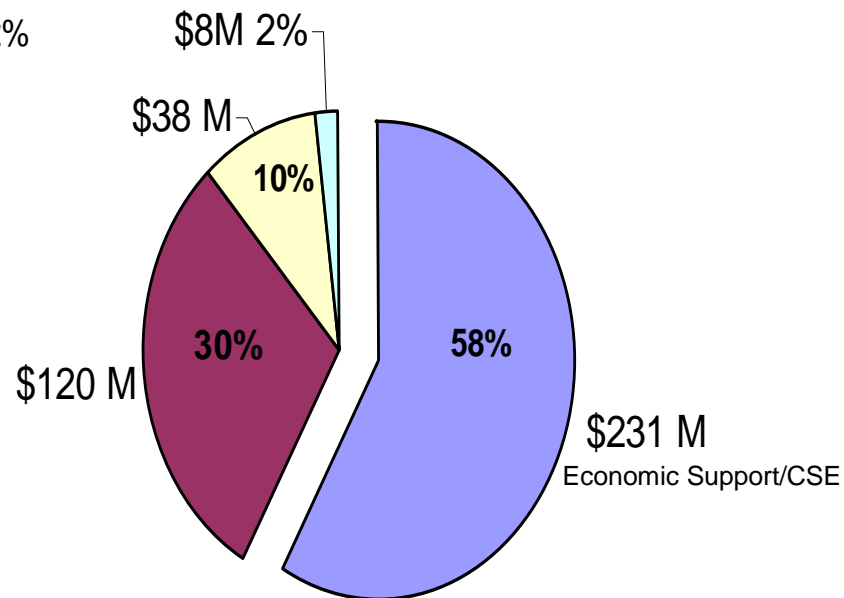


60% of DFCS expenditures are direct benefits to customers

FINANCE

Grants to Counties SFY 2001

Social Services
\$166 M 42%



- All Funds for Economic Support and CSE (Including Joint/Admin For ES)
- Services (salaries, travel, etc.)
- Joint & Admin Costs for Social Services
- Homemaker For Services

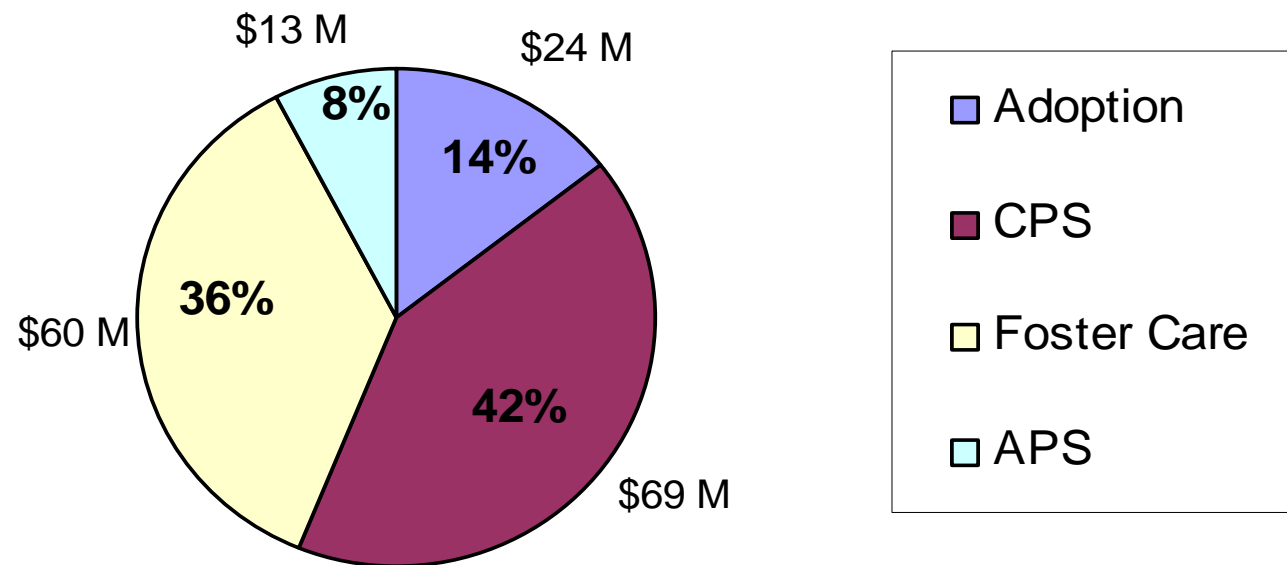
Source: DHR OPBS/OFS General Ledger
SFY 2001

Total all Programs \$397 Million

42% of Grants to counties support social services

FINANCE

Cost of Administering Social Services Programs based on Random Moment Sample Study Grants to Counties



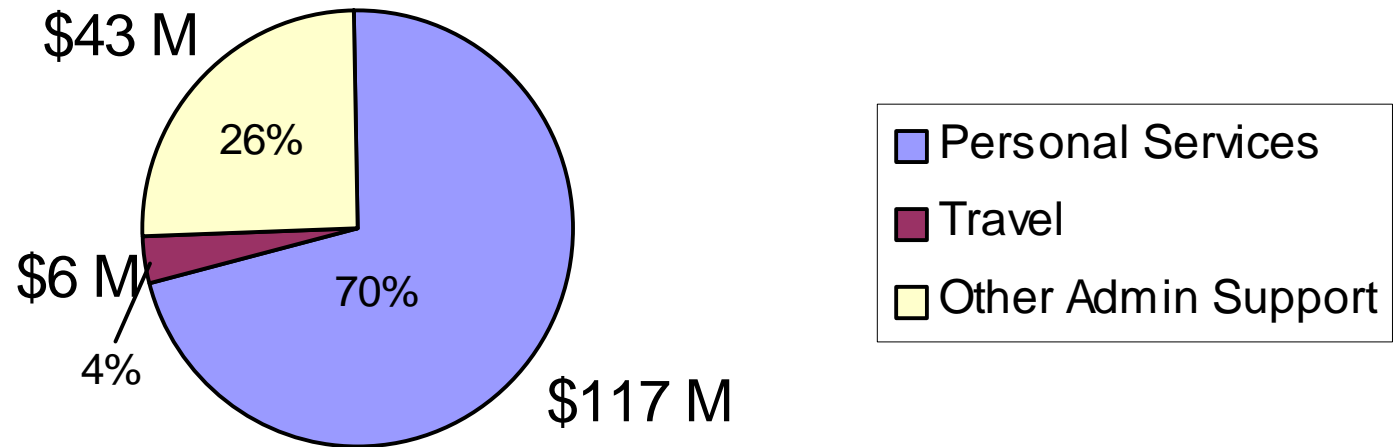
Source: RMSS Four quarter
summary for FY 2001

Social Services (Grant to Co.)
Total \$166 Million

42% of county expenditures support CPS and 36% support Foster Care

FINANCE

Personal Services & Travel Expenditures for Case Management and Support Costs(Grants to Co.)



Source: DHR OPBS/OFS
General Ledgers SFY 2001

Social Services (Grants
to Co.) Total \$166 M

70% of Social Services expenditures are case worker/supervisory staff



Opportunities for Improvements - Finance

Maximize Funding Sources

■ IV – E Federal Funding Maximization

- More Accurate and Timely IV-E determination
 - Manual processes
 - Hand offs between Social Services and Economic Support
 - No interface between systems
- Include Detailed Case Data Component in NCANDS (National Child Abuse and Neglect Data System) Report
- Training for all staff in:
 - Random Moment Sample Process (RMS)
 - IV-E criteria



Opportunities for Improvement – Finance contd.

- **Medicaid Maximization**

- Correct TCM data
 - No system interface – IDS and SUCCESS
 - Duplicate data
 - Re-bill rejected claims
- Regionalize eligibility sites for Medicaid and IV-E determinations



Current State Assessment Opportunities for Change

- Duplicate Activity Analysis
- Value/Non-Value added Activity Analysis
- Resource Consumption Evaluation
- Length of Stay Reduction
- Cost Avoidance by Replacing Existing Systems



Current State Assessment

Opportunities for Change- Duplicate Activity Analysis

- The BPR Team defined duplications as the same activity performed more than once for the same purpose
- This definition was applied to all activities in the case management process. Examples of duplicate activities – handwritten forms and automated forms, rewriting forms, additional reviews
- Activities that were identified as duplicate were estimated for frequency and duration
- Opportunities were summarized by process function and potential improvements – technology, process or administrative streamlining

Summarized Opportunities

	FTEs	Salary & Benefits
Technology	147	\$4.0M
Process	160	\$6.4M
Administration	68	\$3.1M
Total	375	\$13.5M



Current State Assessment

Opportunities for Change – Value-added/Non-Value added Analysis

- The BPR Team defined value-added as an activity that supports or contributes to the stated objective for the function.
- This definition was applied to all activities in the case management process.
- For example, the stated objective for investigation/assessment is to determine the need for intervention/service and document the encounter. An activity defined as non-value added was down time due to no shows.
- Activities that were identified as non-value added were estimated for frequency and duration.
- Opportunities were summarized by process function and potential improvement – technology, process or administrative streamlining.

Summarized Opportunities

	FTEs	Salary & Benefits
Technology	92.2	\$2.3M
Process	37.1	\$1.6M
Administration	60.7	\$2.4M
Total	190	\$6.3M



Current State Assessment

Opportunities for Changes – Resource Consumption

- The BPR Team analyzed CW and supervisor time spent on case management activities. Case management activities were further analyzed for direct and non-direct client service activities.
- Supervisors spend approximately 30% (versus 20% on job description) of their time on case management activities.
- Case workers spend approximately 80% of their time on case management activities. Of this 80%, more than 60% of their time is spent on non-direct client service activities (target 50%).

Summarized Opportunities

	FTEs	Salary & Benefits
Supervisors @ 20% target		\$0.4M
Case Worker @ 50 % target		\$1.6M
Total		\$2.0M

Current State Assessment Opportunities for Change – Total Saving

	FTEs	Salary & Benefits	Others
Duplication	375	\$13.5M	
Non-value Added	190	\$6.3M	
Resource Consumption		\$2.0M	
Sub-total		\$21.8M	
Length of stay reduction			\$4.6M
Out-of-Home Placement Cost Reduction			\$4.5M
Cost avoidance of Replacing Existing System			\$4.5M
Sub-Total		\$21.8M	\$13.6M
Total	565		\$35.4M



Current State Assessment Opportunities for Change - Summary

- The identified potential productivity improvements (approximately 565 FTEs or \$35M) represent an approximate 20% improvement to FY2001 budgeted FTEs and dollars
- 20% is the mid-point of the typical improvement range for reengineering (10% - 30%)
- These numbers will be further refined in the Future State Work
- The 20% productivity improvement represents opportunities for DFCS Social Services to:
 - Address caseloads
 - Realign activities and skills
 - Add additional services
 - Increase direct services time for customers
 - Support transition to change agent role
- The 20% productivity improvements would result from a combination of technology enablement, SACWIS integration, process reengineering and administrative streamlining



How to Contact BPR Communications...

Our website in development is:

www.dfcscwr.dhr.state.ga.us

Or email us:

satate@dhr.state.ga.us

dxhollis@dhr.state.ga.us

hghamontree@dhr.state.ga.us

pamartin@dhr.state.ga.us

sxdobbs@dhr.state.ga.us

Or call us:

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